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ABSTRACT

The library of McDonald and Company Securities is important to the success of the business and its employees. This study assesses the needs and expectations of the library users, and analyzes how well the current library services are meeting those needs and expectations. A questionnaire was distributed to a large random sample of the firm's employees. The results were compiled, and a statistical analysis was performed to analyze the relationships that existed among various items evaluated on the questionnaire. The questionnaire evaluated: frequency of library use; method of requesting library services--phone, fax, e-mail, interoffice mail, or visiting the library; method of receiving information; length of time the library takes to answer user's request; frequency of use of specific services; ability of librarians to find the information sought and reason if librarians are unable to; importance of specific library services; importance of the library for job performance; the degree of value the library adds to presentations to clients and colleagues; overall level of satisfaction with the library; user's position in company and branch location; and a write-in section for additional comments. The survey achieved a response rate of 66% (n=258). Of the respondents, 69% indicated that they had used the library. Overall, the survey revealed that employees are very satisfied with the current performance of the library. The librarians must continue to work to ensure that employees are aware of what information is available, and that the information is accessible quickly and efficiently. The cover letter and questionnaire are appended. (Contains 26 references.) (SWC)

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1996 McDonald and Company Securities Library User Survey

A Master's Research Paper submitted to the
Kent State University School of Library Science
in partial fulfillment of the requirements
for the degree Master of Library Science

by

Derek E. Wolfgram

October, 1996

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ABSTRACT

The library of McDonald and Company Securities is important to the success of the business and its employees. Because the library has never been formally evaluated and because the roles of the library are rapidly changing, an evaluation of library services at the present time is essential. The purpose of the present study is twofold: to assess the needs and expectations of the users of the library, and to analyze how well the current arrangement of library services is meeting those needs and expectations. In order to examine these two areas of concern, a questionnaire was distributed to a large random sample of all of the firm's employees. The results were compiled, and a statistical analysis was performed to analyze the relationships that existed among various items evaluated on the questionnaire.

Master's Research Paper by

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B.A., Bowling Green State University, 1993

M.L.S., Kent State University, 1996

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CHAPTER 1

INTRODUCTION

The library of McDonald and Company Securities is an important element in the success of the business and its employees. By providing numerous research services ranging from the location of basic facts like phone numbers and security prices to complex processes like screening for companies that meet specific criteria or researching obscure and obsolete securities, the library allows the Investment Consultants to spend more time serving their clients. With the proliferation of electronic sources in recent years, the responsibilities of the librarians have expanded considerably. The library has never been formally evaluated, and the present library bears little resemblance to the library of several years ago. The addition of personal computers, then of CD-ROM and online services, has rapidly changed the way that the librarians locate information. With McDonald and Company's recent computer rollout and increased commitment to technology, rapid change is likely to continue.

Two librarians comprise the staff, one having served the company in that role for over seven years and the other having joined the library just over one year ago. An evaluation of library services at the present time is essential. For the seasoned librarian, the evaluation can provide a sense of how the users' needs and expectations have changed over time. On the other hand, the newer librarian can benefit from a broad understanding of the expectations of library users (primarily the Investment Consultants and their Investment Associates), rather than the usual narrower emphasis on day-to-day requests.

The literature review will discuss the information available about previous evaluations of special libraries. Because such libraries each have different services and different resources, evaluations tend to be specifically designed for the individual libraries being evaluated. Because

the evaluation proposed herein is the first in several years, it is very broad-based, seeking to collect general information about the needs and expectations of the library's users by means of a brief survey. If trends are discovered in the present evaluation that merit further investigation, that research may be conducted at a later time.

CHAPTER 2:

RESEARCH OBJECTIVES

Purpose of the Study

The purpose of the present study is twofold: to assess the needs and expectations of the users of the McDonald and Company library, and to analyze how well the current arrangement of library services is meeting those needs and expectations. The results will be used in considering whether or not to reconfigure the library, to reassess the roles of the library and the librarians, and to collect general feedback from the library users[1]. The study focuses upon both the assessment of which services are most important to the library's clientele and how users perceive the efficiency and accuracy with which these services are being provided.

[1] For the purposes of the present study, "library user" is defined as a McDonald and Company employee who requests information from the library. Originally, the library was used only by Investment Consultants and their Associates. While these are still the primary users, the clientele has expanded to include many other areas within the company. A small number of non-McDonald employees that work for affiliated companies or institutions use the library, but these few users are secondary in importance to the employees of McDonald, and they will not be discussed in the survey.

Limitations of the Study

While many issues may be broadly generalizable to special libraries, each special library has some unique problems and issues. Although some concepts may be salient for special libraries in general, the primary purpose of the present study is to evaluate McDonald and Company's library. As a result, some generalizability may be sacrificed in favor of a more accurate evaluation of the library of McDonald and Company.

CHAPTER 3

LITERATURE REVIEW

After appropriate databases were examined, the subject headings "Business Libraries," "Corporate Libraries -- Evaluation," and "Special Libraries -- Evaluation" were found to be the most useful and relevant subject headings for the present project. These headings were searched in the Ohiolink Central Catalog, Library Literature and Business Periodicals Index via FirstSearch, and Library and Information Science Abstracts on paper for the last 10 years. Several works were also consulted from the bibliographies of individual articles located in the aforementioned searches. In addition a message was posted on newsgroup bit.listserv.buslib-l requesting information, and the investigator personally contacted approximately fifty librarians working in securities firm libraries listed in the *Directory of Special Libraries and Information Centers*. All of the sources included in the Literature Review were retrieved in this literature search.

User studies are a staple of library literature. Because such studies are a relatively quick and inexpensive way to receive direct input from a library's users, many libraries employ user surveys as a basis for ongoing evaluations of library service. Reference evaluations can result in better reference librarians, better use of reference tools, and better end results for library users

(Katz 1984). Because of the complex nature of reference transactions and the varying approaches to evaluation (e.g., the different perspectives that librarians and their managers bring to the evaluation process (Matarazzo 1990)), all methods of reference evaluation are flawed to some degree (Pierce 1984). However, the inherent flaws do not render user evaluations valueless; the researcher must simply remain aware of the flaws and work to minimize them. In addition, the researcher must be careful that the correct approach to evaluation is selected for each individual library based on the nature of that library.

An important aspect of the user study is the underlying conceptual framework: user studies are generally conducted because the investigators are user advocates (Bishop and Bishop 1995). Libraries exist for the purpose of serving their users -- thus, the needs of the users should be foremost in implementing plans for the development or improvement of a library. Four concepts describing the importance of studies based on user needs are enumerated by Dervin and Nilan (1986):

- Information systems could serve users better - increase their utility to their clients and be more accountable to them.
- To serve clientele better, user needs and uses must become a central focus of system operation.
- Serving clientele better may require implementation of a system redesign mandate.
- Information systems have not capitalized on technology to help them serve clientele better .

The above-mentioned concepts clearly elucidate the importance of user-based evaluations of reference service, as well as the ways in which results can be implemented.

Considerations for Special Libraries

While much user-based research has been performed in all types of libraries, the literature is composed predominantly of studies of public and academic libraries. Because of the wide variety of services performed by various special libraries, many user studies in special libraries

focus upon individual libraries. However, these specialized studies are very important to each library, as special libraries often find the need to justify their existence to the management of their parent organizations (Fredenburg 1988). One way to engage in such justification is through the establishment of a "quality assurance" program that focuses on planning, proactivity, improvement, problem-solving, and evaluation of the processes and services performed by a library (Fredenburg 1988).

Another entirely different approach to evaluation of special libraries is to use the methods developed by other service industries. Because of the lack of a standardized reference evaluation form for special libraries, measures developed by other service industries can be useful. White and Abels (1995) recommend the application of the SERVQUAL scale (Parasuraman 1988), which was originally developed for use in marketing. Borrowing from another industry like marketing can be very useful, especially in a business setting that focuses on client satisfaction and customer service.

"The vast literature of 'user studies' defies effective summarization," according to Baker and Lancaster (1991). However, despite the lack of a standardized form for evaluating special library reference service, each library can develop its own form of measurement, incorporating original material as well as utilizing other reference evaluations from the library literature. In "What's So Special About the Special Librarian?," Sylvia Webb (1985) neatly summarizes the focus of evaluating library services: "The key to an effective library is simplicity and efficiency, with constant review not only of resources, but the methods and procedures which stand behind their use." Focusing on the mission of the library and its parent organization is also essential to the success of a special library reference evaluation (Fredenburg 1988). McDonald and Company's mission statement reads: "The interests of our clients and customers must always

come first. Our dedication to superior service, extraordinary responsiveness, and reliability will set the standard against which our competitors will be judged." The library's goals in serving McDonald employees are almost identical: exceptional service, efficient and timely response to information needs, and a sense of personal commitment and accountability are key characteristics of library service. The need for an evaluation tailored to the needs and expectations of the users of the library of McDonald and Company Securities is the rationale for the present study. While similar studies may have been conducted elsewhere, the characteristics of special libraries discussed above and the McDonald and Company mission require a special collaboration between the specific uses of the library and the instrument with which services are evaluated.

What Factors Should Be Evaluated?

Many facets of reference service are measurable, including, but not limited to: quantity of service, timeliness, accuracy, comprehensiveness, responsiveness to customer needs, and cost of service (Aluri 1993). The importance of evaluating each specific element of reference service has been questioned by several authors (Aluri 1993; Bicknell 1994). On the other hand, Parasuraman (1991) suggests the importance of the evaluation of specific elements of service (tangibles, reliability, responsiveness, assurance, and empathy) in order to pinpoint the particular areas that lead to user satisfaction or dissatisfaction. Yet another approach to performance evaluation is the application of trait-based scales (Young 1985), in which librarians are rated on Likert scales for various characteristics (e.g., dependability, quantity of work). Regardless of the approach taken to measuring reference service quality, almost every author mentions the need to fit the evaluation into a broader framework (Bunge 1994; Pierce 1984; White and Abels 1995). Reference evaluation is not a stand-alone process; it must be considered in the overall scheme of the mission of the organization, and it must be considered over time and repeated evaluations.

While the measure of cost-efficiency is often a very important consideration in a business library environment, it cannot be the only element measured in evaluating a library. The most important consideration in business is customer service; while a library may be considered a cost center for an organization, the library can provide needed information that is not available anywhere else within a company. The time and money spent on librarians and materials are far less than the time and money that would be necessary to retrieve comparable information from outside sources (Griffiths and King 1991). There is a need for "...recognition on the part of the organization that information is just as much a corporate resource as work force, capital, plant, or equipment" (Gould 1993). If clients are unable to get the information they desire quickly and efficiently, business will suffer. As a result, user surveys must elicit feedback, both positive and negative, from the library's users (Whitehall 1994). The quantity, timeliness, accuracy, and comprehensiveness of information provided are all significant, but only if the end result is that the library user is satisfied. The importance of customer satisfaction to libraries is evident in the popularity in the library literature of Total Quality Management (Fredenburg 1988; Jurow 1994; Whitehall 1994), a construct based upon satisfaction of user needs as the most important measure of the effectiveness of service.

After considering all of the ways in which service can be evaluated, a library must choose the most appropriate measures for its particular situation. A general evaluation of broad issues can help a library to determine which characteristics of its service might necessitate a more in-depth examination. Often, a very brief study can identify the library users' most important considerations in evaluating their own satisfaction (Zweizig 1984).

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CHAPTER 4

METHODOLOGY

A cover letter (located in APPENDIX A) and a questionnaire (located in APPENDIX B) were distributed to a systematic random sample of McDonald and Company employees; in order to increase the number of responses and to account for the number of respondents who have never used the library, the survey was distributed to every third employee in a complete list of employees obtained from the Human Resources department. Though the library's stated focus is currently to serve the Private Client Group, the librarians spend a substantial portion of their time and resources serving other areas within the firm. Therefore, the questionnaire was distributed to a firmwide random sample, as opposed to surveying only employees within the Private Client Group. As a result, 390 surveys were distributed.

The questionnaire answers were coded and compiled. Because the survey questions are general and descriptive in nature, descriptive statistics were applied, analyzing the percentage frequencies of the answers in relevant categories, as well as cross-evaluating the responses by various subsets within the overall scheme of the evaluation. Correlations were performed when the nature of the data allowed for appropriate coding. Comparisons of interest included:

- frequency of use (#1) and importance of library (#10)
- frequency of use (#1) and amount of value added (#11)
- frequency of use (#1) and overall satisfaction (#12)
- frequency of use (#1) and position in company (#13)
- method of requesting information (#2) and time taken (#4)
- method of receiving information (#3) and time taken (#4)

- time taken (#4) and satisfaction with timeliness (#5)
- time taken (#4) and location of requester (#14)
- satisfaction with timeliness (#5) and overall satisfaction (#12)
- use of specific services (#6) and importance of those services (#9)
- importance of library (#10) and amount of value added (#11)
- importance of library (#10) and overall satisfaction (#12)
- importance of library (#10) and position in company (#13)
- importance of library (#10) and location of requester (#14)
- amount of value added (#11) and overall satisfaction (#12)
- amount of value added (#11) and position in company (#13)
- amount of value added (#11) and location of requester (#14)
- overall satisfaction (#12) and position in company (#13)
- overall satisfaction (#12) and location of requester (#14)

Significant percentage values and correlations suggested some elements of library service that merit a more detailed exploration in a follow-up study. These results are discussed in Chapter 6, Summary and Conclusions.

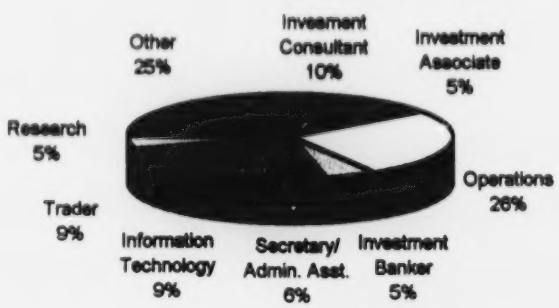
The final two questions on the survey were intentionally left open-ended in order to allow the respondents to provide original input with no pre-suggested categories. For example, inclusion of "internet access" as a choice for services desired but not currently provided would almost certainly have retrieved significant results, but the investigator hoped to reveal what services people have independently determined that they would like to see in the library.

CHAPTER 5

ANALYSIS OF DATA

A total of 258 surveys were returned of the 390 that were distributed, for a 66% response rate. Of these 258, 80 (31% of respondents) indicated that they had never used the library. One survey was not included in the results because the respondent was one of the two librarians, leaving 177 surveys (69% of respondents) who were library users. It is likely that a number of the surveys that were not returned went to non-users, who would have less motivation to return the questionnaire. However, the results for the non-users who did respond are briefly summarized below. Responses by non-users to the open-ended questions on the survey are compiled at the end of the Data Analysis chapter, along with the comments by library users. The locations of non-users are as follows: 64% work at Cleveland headquarters, 30% work at branch locations, 3% work on the New York Stock Exchange trading floor, and 3% did not provide their locations. Chart 1 shows the positions of the non-users, with "other employees" being those who accounted for less than 5% of the non-user population.

Chart 1: Library Non-Users by Position



Of those respondents that do use the library, approximately one third (32%) use it less than once per month, just over one third (34%) use it more than once per month, and about one

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third (32%) use it once or more per week. Only 2% of respondents use the library on a daily basis. Respondents were categorized by position within the firm; the results are displayed in Chart 2. The "other" category includes respondents with nineteen different job titles or departments. Examined individually, none of these categories account for more than 3% of respondents, and none are easily grouped into larger categories, so they are presented here *en masse*. Users were also broken down by location: this information is summarized in Chart 3.

Chart 2: Library Users by Position

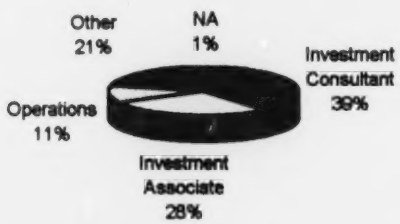

Chart 3: Library Users by Location

The vast majority of respondents usually request their information by phone, with the next largest category being those who indicated that they request their information in more than one way. This information is presented in Chart 4. While 9% of respondents indicated that the use e-mail as a means of requesting information, several of them (and several who do not make their requests by e-mail) indicated that they would do so more often if they perceived the e-mail system as being more reliable. One respondent even wrote "Is this a joke?" next to e-mail on the list of choices.

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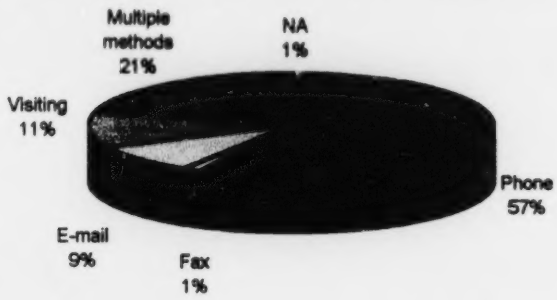
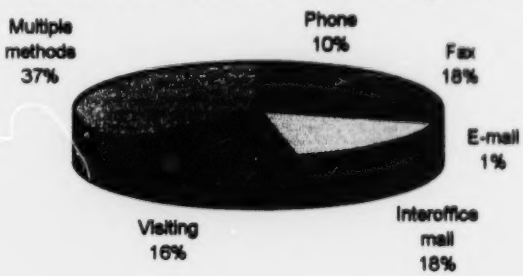
Chart 4: Primary Means of Requesting Info.



Regarding how people receive their information, the responses were much more varied, as Chart 5 demonstrates. The most prevalent answer was to indicate more than one means of receiving information, presumably depending on the importance of the information and the time frame in which it was needed. Fax, interoffice mail, and personally visiting the library together accounted for approximately half of responses.

Chart 5: Primary Means of Receiving Info.



Closely related to means of requesting information is the time frame in which answers to information requests were provided. Chart 6 shows that approximately two thirds of information requests are filled within four hours time, with 29% of users receiving their information within one hour. The fact that 18% of users receive their information between four and twenty-four hours after requesting it parallels the fact, displayed in Chart 6, that 18% usually have their

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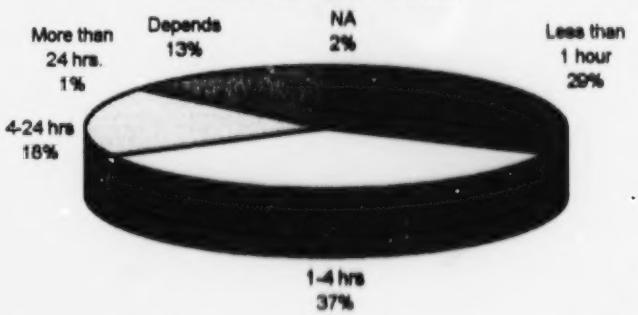
information delivered by interoffice mail. However, as Table 7 shows, a significant portion of information requests in the four to twenty-four turnaround time frame are filled by phone or fax. Regardless of the time frame in which information was received, users almost universally agreed that they received the information in a reasonable amount of time: 97% thought that the time period they indicated, which responses are summarized in Chart 6, was reasonable, while 2% thought the time was unreasonable, and 1% did not answer.

Chart 6: Response Time



Library users request many different types of information or research from the library. In separate questions, users were asked to indicate both the frequency with which they used certain types of information and the importance of each type of information to them. The frequency with which respondents request specific services or types of information, as well as the importance assigned to each, is shown in Table 1.

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Table 1: Frequency of Use and Importance of Individual Services or Types of Information Requested (by percentages)							
Frequency of Use	Factual Data	General Co. Info	Specific Reports	Obsolete Stocks	Prosp. Requests	Screening	Price Data
Very Often	11	37	35	12	5	4	14
Occasionally	50	48	39	58	41	3	44
Never	36	14	24	29	52	13	40
NA	3	1	2	1	2	80	2
Total	100	100	100	100	100	100	100
Importance							
Very Important	45	61	60	39	20	16	36
Somewhat Important	30	31	23	36	32	27	27
Unimportant	20	6	14	20	43	50	32
NA	5	2	3	5	5	7	5
Total	100	100	100	100	100	100	100

The importance of each item is ranked much higher than the frequency with which the item is used. Correlations analyzing the relationship between the frequency of use and the importance of each item ranged from a low of r=.60 for general company information to a high of r=.74 for price data. Clearly, there is a relationship between use and importance, but respondents tended to perceive most services and types of information as important, even if they did not use those services very often. Additionally, respondents were given an option to enter "other" sources or services that they used: 2% of respondents mentioned Bloomberg, 2% mentioned CCH Capital Changes, 1% mentioned back issues of the *Wall Street Journal*, and 1% mentioned the annual report file (a service which is actually no longer provided).

With regard to the success rate of librarians in finding information, 87% of respondents indicated that the librarians are successful between 80% and 100% of the time. An additional 12% said that the librarians found requested information 60-80% of the time, while 1% said that librarians located the information 40-60% of the time. A follow-up question assessed why users thought the librarians were unsuccessful at times; the results are displayed in Chart 7. Although the question was intended to garner a single response, some users indicated multiple answers:

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these combinations are also included in the chart. The reasons described in the "Other" category are summarized in Table 2.

Chart 7: Reason that Information was not found

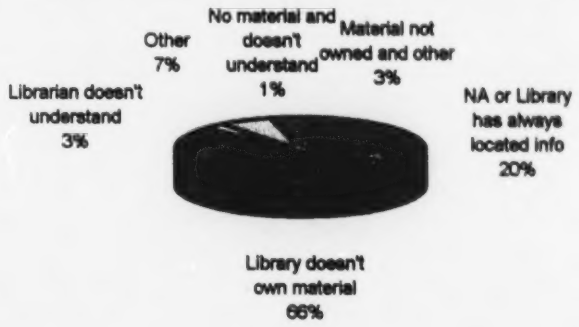
No material and doesn't understand 1%
Material not owned and other 3%
Other 7%
Librarian doesn't understand 3%
NA or Library has always located info 20%
Library doesn't own material 66%

Table 2: "Other" reasons that librarians could not locate information	
Reason Given	% of total respondents
Requested information doesn't exist.	3
Requested information is too old.	1
Requested information is too old or too new.	less than 1
Librarian referred user to another department or source.	1
"One librarian seems that request is a 'burden.'" [sic]	less than 1
No public information available (e.g., info about private cos.)	less than 1
User did not have enough info to work from.	less than 1
User usually finds info by self.	less than 1

Three overall indicators of the library's performance were evaluated: importance of library to users in performing their jobs, amount of value added to client relationships by library, and overall satisfaction. While these results are broken down in detail later in the study, the summary results for all users are summarized in the charts below.

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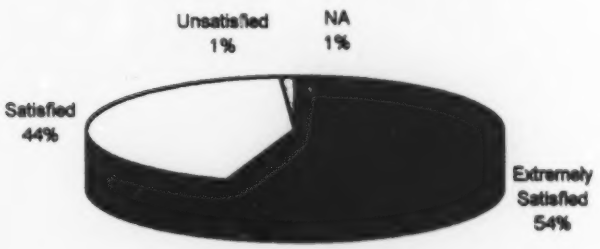
Chart 8: Importance of Library

Chart 9: Amount of Value Added by Library

Chart 10: Overall Level of Satisfaction



After all of the above data were summarized, they were analyzed in an attempt to uncover relationships among the different variables under consideration. Because much of the data is measurable only on a nominal scale, many of these relationships are displayed as tables summarizing the percentage breakdowns of respondents who provided certain answers to individual questions. However, some of the data retrieved are ordinal in scale, and these are analyzed using correlations.

The frequency with which respondents use the library was correlated with several other variables, none of which provided significant correlations. These correlations are displayed in Table 3.

Table 3 Correlations with Frequency of Use of Library

Survey Item Correlated	Correlation Coefficient
Importance of Library	**-.03**
Amount of Value added by Library	**.29**
Overall Satisfaction	**.50**

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Importance of the library has a near-zero correlation with frequency of use; while the library may be very important to an employee, he or she may not necessarily need to use it very often. A mild correlation does exist between overall satisfaction and frequency of use, however. Frequency of use was also analyzed in reference to employees' positions within the company. Table 4 summarizes the breakdown by frequency of use, while Table 5 demonstrates how frequently people in each position use the library.

Table 4: Frequencies of Use Sorted by Positions (percentages)

	Seldom	Monthly	Weekly	Daily
Investment Consultants	20	44	52	25
Investment Associates	14	29	39	50
Operations Employees	23	7	5	–
Other Employees	41	20	–	25
NA	2	–	4	–
Total	100	100	100	100

Table 5: Positions of Users Sorted by Frequency of Use (percentages)

	Investment Consultants	Investment Associates	Operations Employees	Other Employees
Seldom	16	16	65	60
Monthly	38	34	20	32
Weekly	44	44	15	5
Daily	1	4	–	3
NA	1	2	–	–
Total	100	100	100	100

The percentages for daily library users are difficult to analyze, because there were only four survey respondents who indicated that they used the library with that frequency, but the above tables illustrate some other interesting use patterns. The overwhelming majority of users who utilize the library less than once per month are Operations employees and "other" employees, while 73% or more of monthly, weekly, and daily users are the Investment Consultants and their Associates. This is not surprising, given that the library was initially created for them, but it emphasizes that they are still the library's primary constituency. In addition, of Investment

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Consultants and their Associates who use the library, most do so frequently: 45% of Investment Consultants and 48% of Investment Associates who use the library do so at least once per week. However, the 15% of Operations employees and the 8% of others who use the library at least once a week should not be discounted -- as the library becomes better known and more visible within the firm, these numbers are likely to continue to grow.

The numbers are more ambiguous regarding the relationship between how information is requested and how quickly it is received. Table 6 illustrates the breakdown of time taken to receive information as compared with the means by which the information is requested.

Table 6: Time to Receive Info - Sorted by Method of Request (percentages)

	Phone	Fax	E-Mail	Visiting	Various
less than 1 hr.	24	50	25	73	18
1-4 hours	42	--	43	11	31
4-24 hours	21	50	19	5	16
more than 24 hrs.	1	--	--	--	3
depends on request	10	--	13	11	24
NA	--	--	--	--	8
Total	100	100	100	100	100

The numbers for fax requests represent only 2 responses, so those percentages may not be generalizable, aside from indicating that very few employees make their requests by fax. Requesting information in person clearly results in quick turnaround. Though the librarians generally answer questions on a first-come, first-served basis, they may provide answers to quick, straightforward requests immediately when the requester is present. However, the library is not configured as a place for users to visit -- the arrangement of books and online sources is based on quick, convenient access for the librarians, not for users. Respondents who indicated "depends upon request" noted either that the time taken depended upon how quickly they required the information or that it depended upon how complex the request was to fulfill.

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Closely tied to the previous relationship is the relationship between method of receiving information and time taken to receive it. Table 7 illustrates the breakdown of turnaround time as compared with the means by which the information is received.

Table 7 - Time to Receive Information Sorted by Method of Receiving (percentages)

	Phone	Fax	E-Mail	Interoffice Mail	Visiting	Various
less than 1 hr.	32	20	--	23	63	20
1-4 hours	28	57	100	23	24	39
4-24 hours	28	23	--	32	3	14
more than 24 hrs.	--	--	--	3	--	2
depends on request	6	--	--	19	7	22
NA	6	--	--	--	3	3
Total	100	100	100	100	100	100

Because only two respondents receive their information by e-mail, this information is difficult to generalize. The fastest way to receive information is to visit the library, which follows from the fact that *requesting* information by visiting the library produces the quickest turnaround time, as discussed above. Of the people who request their information in person, 95% of them also receive it in person. Of all respondents who receive their information in person, 63% also request it in person. The remainder of these users who pick up their information in person request it as follows: 17% by phone, 17% by multiple means, and 3% by e-mail. The above table also indicates potential areas for improvement. Information that needs to be delivered by phone or fax is generally higher priority than information that can be received by interoffice mail or other, slower means of delivery. While the numbers in the table do reflect this situation, approximately a quarter of information deliveries by phone or by fax take longer than four hours to reach their recipients. The librarians should consider ways of improving this turnaround time for fax and phone delivery. For example, information that can be received by phone tends to be composed of simple, concrete items, such as numbers, names, or a yes/no response to a query. Perhaps different priorities could

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be assigned to requests for different levels of information. Or perhaps the solution lies in simply trying to quicken the overall pace of information delivery.

On the other hand, while room for improvement does exist in the speed of information delivery, users are overwhelmingly satisfied with the current response rate of the library. The correlation between the time taken to deliver information and the overall satisfaction with the library is .05. However, the reason for this near-zero correlation is that 97% of respondents are satisfied with the turnaround time, regardless of what it is. In addition, all four respondents who were unsatisfied with turnaround time indicated that, overall, they were satisfied with the library.

An examination of the turnaround time for information delivery as related to the location of the employee requesting information demonstrated that, in general, Cleveland headquarters employees received their information more quickly than did branch employees. These results are shown in Table 8.

Table 8. Turnaround Time for Users by Location (percentages)

	Cleveland	Branches (including Gradison)
less than 1 hour	52	17
1-4 hours	34	39
4-24 hours	6	26
more than 24 hours	–	2
depends	8	16
total	100	100

Again, these results are tied to the aforementioned turnaround time for employees who request and/or receive their information in person. The ability of Cleveland employees to do so gives them an advantage over branch employees. The librarians must remain aware of this fact and strive to ensure fast and equitable access to library resources for employees in branch locations.

Employees' evaluations of the importance of the library were compared to their responses to other survey questions. The correlation between importance of the library and amount of value

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added by the library was r=.49, while the correlation between importance of the library and overall satisfaction was r=.44. In addition, the correlation between the amount of value added and overall satisfaction was found to be r=.46. None of these correlations were particularly high, indicating that users' formulation of their degree of satisfaction with the library may take many factors into account, and that added value and importance do not necessarily predict satisfaction. Another possibility is that the three point Likert scale presented on the questionnaire did not allow users to fully express their feelings of users about various items.

Of all respondents, the Investment Consultants and their Associates overwhelmingly find the library to be important to performing their jobs, while Operations employees and other employees tend to rate it somewhat important. Table 9 demonstrates these results.

very important	60	58	15	13
somewhat important	37	40	50	66
unimportant	3	2	35	21
total	100	100	100	100

An overwhelming 97% of Investment Consultants and their Associates consider the library at least somewhat important, while a sizable majority of both consider the library very important. Such high percentages indicate that the library has successfully developed a collection of materials and services useful to the Investment Consultants and their Associates, and presumably to their clients. With such an overwhelming emphasis on the importance of the library to these employees, the librarians might be tempted to preserve the status quo. However, these numbers show that the Investment Consultants trust the librarians for their information needs, and the librarians must continually strive to ensure that such trust is merited. In addition, additional sources and services

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could be added to serve Operations and other employees, and thus increase the library's importance throughout the company.

The importance of the library is also visible in the responses of employees located in the branch offices of McDonald and Company. 56% of branch employees rate the library as very important, with 40% indicating that the library is somewhat important and 4% responding that it is unimportant. These numbers parallel the above assessment by Investment Consultants and Associates, most likely because these two groups of employees comprise almost the entire population of branch employees. Of Cleveland employees, 24% consider the library very important, while 55% rate it as somewhat important and 21% consider it unimportant. These percentages reflect the greater numbers of Operations and other employees located in Cleveland who have not traditionally been part of the library's core group of users.

An analysis of employees' ratings of the amount of value added to client relationships by information from the library is shown in Table 10. Notably, of over one hundred Investment Consultants and their Associates who responded, only one indicated that the library added no value.

Table 10: Value Added to Client Relationships by Position in Company (percentages)

	Investment Consultants	Investment Associates	Operations Employees	Other Employees
much value	50	60	--	18
some value	49	40	60	58
no value	1	--	10	16
NA	--	--	30	8
total	100	100	100	100

The large number of Operations employees who did not answer the question probably relates to the fact that most of those employees do not interact with "clients" *per se*, although some may

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consider the Investment Consultants or other employees to be their clients. Given the already high ratings proffered by Investment Consultants and their Associates, the librarians may consider seeking ways to add value in the services they provide to Operations employees and other employees.

The assessment by branch employees of value added to client relationships reflects the same general trends. 52% of branch employees responded that the library added much value, while 45% indicated some value, 2% indicated no value, and 1% did not answer.

Although the correlations among importance, value added, and satisfaction were not significant, the individual breakdowns of these three ratings seem to be very consistent with each other. The ratings for satisfaction, analyzed by position and location in the firm, are very similar to those displayed above. The breakdown by position is shown in Table 11.

Table 11: Overall Satisfaction by Position in Company (percentages)

	Investment Consultants	Investment Associates	Operations Employees	Other Employees
extremely satisfied	62	74	25	34
satisfied	37	26	75	63
unsatisfied	1	--	--	3
total	100	100	100	100

Satisfaction ratings were also compared to employees' locations. Of branch employees, 61% are very satisfied with the library and 39% are satisfied. 45% of Cleveland headquarters employees are very satisfied, while 52% are satisfied and 3% are unsatisfied.

The questionnaire included two open-ended questions, one of which addressed additional services the library could provide, and one of which asked for additional comments that might help improve service. Respondents treated these two questions as one, often writing one response across the space provided for two questions, so all comments were compiled together. The

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responses were categorized by the investigator into several main themes, while responses that did not conform to any of these categories are listed individually. Because there were relatively few comments on the questionnaires returned by non-users of the library, they are combined with the comments made by users in Table 12.

Table 12: Responses to Open-Ended Questions

Comments or Suggestions	# of respondents
Library should provide more info on available sources and services	27*
Praise for library/librarians	16
More information should be available at employees' fingertips via PC's	5
E-mail system should be more reliable	4
Library should provide annual reports (paper or CD-ROM)	3
Bloomberg is useful/important/public terminal should be provided	3
Library should provide internet services #	3
Library should provide Lexis/Nexis and trained searcher	2
Library should provide Dow Jones news #	2
Library should provide original indexes or publications	2
Library should provide more news sources, esp. for foreign companies	1
Library should provide more journals	1
One librarian should be more client/service oriented	1
I usually use Gradison library, which is not staffed	1
Library should provide more outside broker research	1
Library should provide browsing area, reading tables, public ARTS terminal	1
Copy machine should be closer	1
Library should provide follow-up training for Quotes terminals	1
Library should provide closed-end fund information #	1
Library should provide First Call information	1
Prospectus distribution should not have been outsourced	1
Library should provide estate pricing #	1
Library should provide atlases/maps	1

* 15 of these 27 comments were made by non-users
# indicates services, perhaps not well-publicized, that the library already provides

CHAPTER 6

SUMMARY AND CONCLUSIONS

Of all surveys distributed, 45% were returned by employees who use the library. Extrapolating this percentage to the total number of McDonald and Company employees (1170 at the time of the study), the two librarians serve an estimated 531 employees. The needs of these employees vary greatly, as does the frequency with which they need the library's services, but the

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fact remains that the library has a very large clientele. Overall, the data retrieved in the survey indicate that the library is doing an excellent job of serving these employees.

Of all library users, the Investment Consultants and Investment Associates in particular indicated that the library meets their needs very efficiently and very effectively. A follow-up survey addressing the information needs of Operations and other employees could aid the librarians in exploring new ways to apply their current services or in developing new services that serve the information needs and add value to the client relationships of these employees, if the librarians' time and resources allow. The librarians could also investigate sources and services that could be used to generate revenue for the firm, either by advertising their services or by working with the existing clients of various McDonald departments.

The sources and services currently offered by the library should also be better publicized within the firm. As a result of these findings, a publicity campaign will be developed, beginning with publication of a list of available sources and services in the company weekly *The Edge*. In addition, Human Resources will be contacted about the possibility of the library brochure being included in the information packet distributed to new employees. Another possibility is that one or both of the librarians could make a presentation during new employee orientation sessions, during which they could clearly outline ways in which the library can serve the information needs of all McDonald employees.

McDonald employees are satisfied with the speed with which they receive information from the library. However, the library should be proactive in seeking ways to continually improve information delivery, such as working with the Information Technology department to develop solutions for delivering information directly to employees' computers. The recent developments allowing delivery of files by e-mail are an excellent step in that direction, but perhaps more

information could be networked to allow access outside the physical boundaries of the library. Because specific reports on various companies, such as S&P Stock Reports and ValueLine, and other sources that provide general information about companies, such as Factset and Bloomberg, are the most used and most important resources in the library (see Table 1), they are excellent candidates for sources that could be more widespread throughout the firm, rather than only in the library. Access to such sources in multiple departments or branches would make access to information more immediate and more equitable for all employees. The librarians could also utilize their knowledge of information services by creating training programs to help employees use sources on their desktops for finding information, rather than employees being dependent upon contacting the library for every information need.

The library was one of the first departments in the firm to exploit the full potential of the company e-mail system, and it should continue to encourage more widespread use of e-mail. 57% of library users still use the phone as their main method of requesting information. If the librarians received more requests by e-mail, they would be able to conduct information searches without the constant interruption of ringing phones, and they could use their time more productively. In addition, if more than 1% of users were willing to receive their information by e-mail, those users would also be able to concentrate on being more productive in their jobs, rather than being interrupted by phone calls from the library or having to check the fax machine to see whether their information has arrived.

Of the sources and services provided, all except screening and prospectus distribution are used by more than half of library users. The information delivery mechanisms available serve the needs of the clientele, although room for improvement exists in the turnaround time for fax and phone delivery, and the e-mail system is presently unpredictable. However, as McDonald's

technology rollout continues, the e-mail situation is likely to improve, and more employees may be willing to take advantage of the e-mail system. Despite these challenges, current library users are overwhelmingly satisfied with the turnaround time in receiving information.

Overall, the survey revealed that McDonald employees are very satisfied with the current performance of the library. However, as information sources and services from a variety of sources proliferate, the librarians must continue to work to ensure that McDonald employees are aware of what information is available, and also to insure that the information is accessible quickly and efficiently, whether it comes from the library or from sources available within employees' own departments or branches.

APPENDIX A:

COVER LETTER
[this page on McDonald and Company Letterhead]

Re: 1996 McDonald and Company Securities Library User Survey

Monday, July 29, 1996

Dear McDonald and Company Employee,

In addition to being a librarian for McDonald and Company, I am a graduate student in the School of Library and Information Science at Kent State University. In order to fulfill the requirements for my Master's degree, I must create and perform a research study. Because my present position provides me an excellent opportunity to fulfill this requirement in a practical way, I have chosen to conduct a survey of the users of McDonald's library.

You do not have to sign your name to the questionnaire -- confidentiality and anonymity are guaranteed. You are not required to participate in this study, and there is no penalty for withdrawing from the study at any time. However, your participation is necessary for the study to be a complete success. Even if you do not use the library, that fact is itself useful in analyzing our present status.

Please feel free to contact me at extension 2364; Rich Lowrie, Head of Portfolio Strategies at extension 2327; or Dr. Thomas Froehlich, my research advisor at (330) 672-2782 with any questions about this study. If you have general questions about research at Kent State University, you may contact the Office of Research and Sponsored Programs at (330) 672-2851.

Thank you in advance for your cooperation in contributing to the success of this evaluation. We hope to use the results of the study to evaluate where the library stands presently and in which directions it should grow in the future. Please complete and return the questionnaire at your earliest convenience, but no later than September 1, 1996. The questionnaire may be returned via interoffice mail in the enclosed envelope.

Sincerely,

Derek Wolfgram
Librarian and Graduate Student

APPENDIX B:

QUESTIONNAIRE

1996 McDonald & Company Securities Library User Survey

1. How often do you use the library?
_____ Never (If this is your answer, please skip to question #13.)
_____ Less than once a month
_____ Once or more monthly
_____ Once or more weekly
_____ Daily

2. Do you usually make your requests by:
_____ Phone _____ Fax _____ E-mail
_____ Interoffice mail _____ Visiting the library

3. Do you usually receive your information by:
_____ Phone _____ Fax _____ E-mail
_____ Interoffice mail _____ Visiting the library

4. How long does the library usually take to answer your request?
_____ less than one hour
_____ from one to four hours
_____ from four to twenty-four hours
_____ more than twenty-four hours
_____ depends upon request -- please explain: _____

5. Regarding your answer to question #4, do you think this time period is reasonable?
_____ Yes _____ No

6. How often do you use each of the following library services?
(Please circle the appropriate number for each service: 1=very often, 2=occcasionally, 3=never)

-Providing simple factual information (e.g., phone #, address, transfer agent)	1	2	3
-Providing general information about companies	1	2	3
-Providing specific reports about companies (e.g., S&P Reports, ValueLine)	1	2	3
-Researching old/obsolete securities	1	2	3
-Providing prospectuses to clients	1	2	3
-Screening (searching for companies that meet a certain set of criteria)	1	2	3
-Providing price data or price graphs	1	2	3
-Other -- Please describe: _____	1	2	3

7. Are the librarians able to help you find your information:
_____ Almost always (80-100% of the time)
_____ Usually (60-80%)
_____ About half of the time (40-60%)
_____ Not very often (20-40%)
_____ Rarely or never (0-20%)

8. If the librarians are unable to help you find your information, is it because:
_____ Library does not own material.
_____ The librarian does not seem to understand my question or know what to do with it.
_____ Other -- Please specify: _____

9. How important is each of the following library services to you?
(Please circle the appropriate number for each service: 1=very important, 2=somewhat important, 3=not important)

-Providing simple factual information (e.g., phone #, address, transfer agent)	1	2	3
-Providing general information about companies	1	2	3
-Providing specific reports about companies (e.g., S&P Reports, ValueLine)	1	2	3
-Researching old/obsolete securities	1	2	3
-Providing prospectuses to clients	1	2	3
-Screening (searching for companies that meet a certain set of criteria)	1	2	3
-Providing price data or price graphs	1	2	3
-Other -- Please describe: _____	1	2	3

10. How important is the library to you in performing your job?
_____ very important _____ somewhat important _____ not important

11. How much value does information from the library add to your presentations to clients and colleagues?
_____ no value _____ some value _____ much value

12. What is your overall level of satisfaction with the library?
_____ extremely satisfied _____ satisfied _____ unsatisfied

13. Are you an:
_____ Investment Consultant/Salesperson _____ Investment Associate/Sales Assistant
_____ Other -- Please describe: _____

14. Do you work at:
_____ Cleveland Headquarters _____ Branch Location
_____ Other -- Please describe: _____

15. Are there any services not currently provided by the library that you think should be provided?

16. Do you have any additional comments that might help us improve our service?

Thank you for your participation. Please return your completed questionnaire via interoffice mail in the enclosed envelope.

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